



Strategic Area

ENABLING STRATEGIES

Budget and Finance

Mission:

To provide expertise and resources to support and facilitate excellent public service delivery

PRELIMINARY GOALS

- Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion
- Attract, develop and retain an effective, diverse and dedicated team of employees
- Ensure the financial viability of the County through sound financial management practices
- Deliver on promises and be accountable for performance

Preliminary Priority Key Outcomes

- Streamlined and responsive procurement process
- “Best-value” goods and services (price, quality, terms and conditions)
- Motivated dedicated workforce team aligned with organizational priorities
- Workforce skills to support County priorities
- Sound asset management and financial investment strategies
- Planned necessary resources to meet current and future operating and capital needs
- Cohesive, standardized countywide financial systems and processes
- Alignment of services provided with community’s needs and desires
- Achievement of performance targets
- Accountability to the public at every level of the organization
- Continuously improving government

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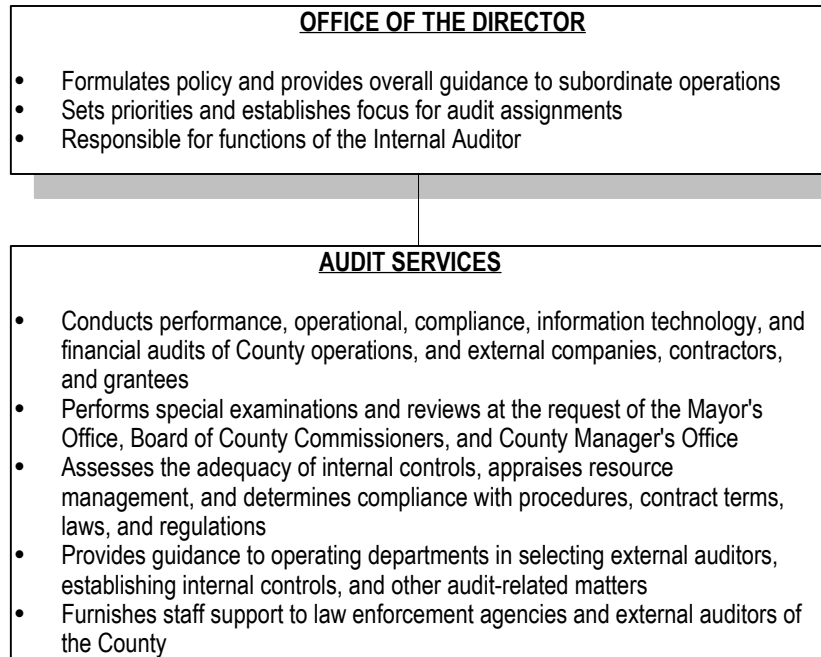
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Audit and Management

PURPOSE

Conduct operational, compliance, performance, information technology, and financial audits of County operations, external companies, contractors, and grantees.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

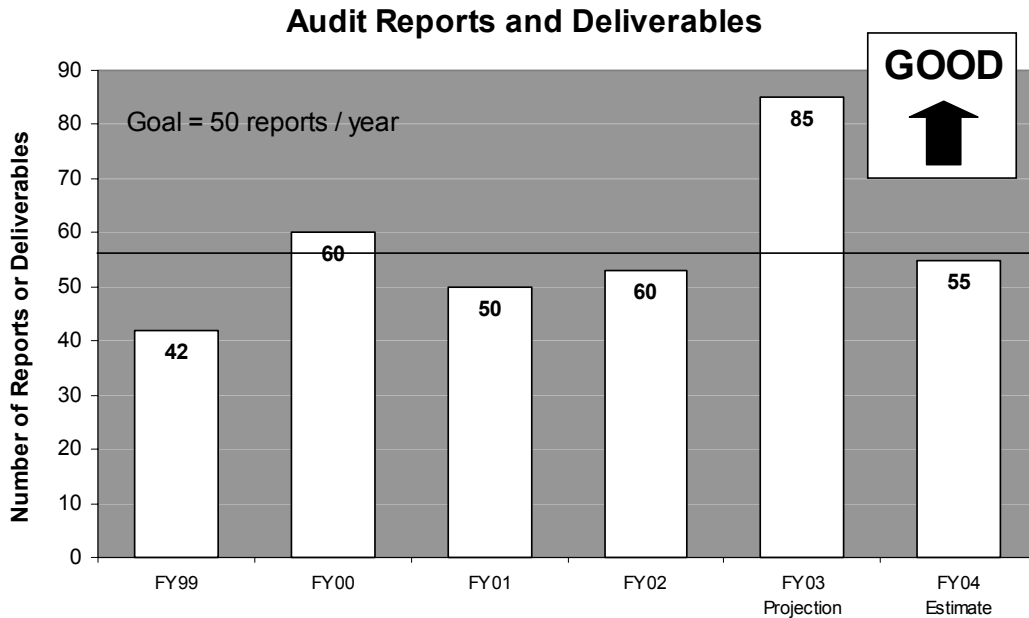
- Selected strategies/objectives: formulate the FY 2004-05 annual audit plan by the third quarter of FY 2003-04, targeting high-risk areas to ensure adequate internal controls and compliance with established procedures and operational effectiveness; further enhance web-based access and dissemination of audit reports; complete 75 percent of planned audits annually or issue no less than 50 audit reports

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$4.474 million, including \$3.374 million from the general fund, and \$1.1 million from proprietary departments for various special audit projects as follows: Aviation (\$400,000), Miami-Dade Housing Agency (MDHA) (\$100,000), Seaport (\$100,000), Solid Waste Management (\$100,000), and Water and Sewer Department (WASD) (\$400,000)
- ❖ **The FY 2003-04 Proposed Budget maintains current service levels and provides funding for 54 positions (a decrease of five positions from the current fiscal year); budgeted attrition decreased from 8 to 5.25 percent**
- As of June 30, 2003, 60 audit reports were issued and another 25 are anticipated before the end of the current fiscal year; these examinations include 43 revenue audits, 25 operational/performance reviews, 17 compliance and other special audit projects; the performance audits will enhance operational efficiency in several departments, including Aviation, Elections, Fire and Rescue, MDHA, Police, Park and Recreation, Public

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Works, Seaport, Team Metro, and WASD



- Audit and Management Services (AMS) identified approximately \$2 million in uncollected fees and payments owed the County, primarily from companies doing business at the Airport and Seaport, as well as telecommunications service providers, of which approximately \$425,000 has been collected to date
- The department provided ongoing support to the elections process throughout the year, including planning, programming, and monitoring the implementation of the new iVotronic voting equipment and associated election worker procedures; the department also monitored and issued audit reports covering three municipal elections, as well as the September, 2002, primary and November, 2002, general elections; and analyzed established business practices, offering constructive strategic alternatives intended to improve process efficiency and reduce operating costs
- AMS and the Office of Performance Improvement continued to share administrative functions, including purchasing, copying, and information technology support
- One hundred and twenty hours of continuing professional education were provided for every auditor

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Director's Office	290	319	153	172	0	0	443	491	4	4
Internal Audits	905	1,874	491	1,009	2,312	1,100	3,708	3,983	55	50
TOTAL	1,195	2,193	644	1,181	2,312	1,100	4,151	4,474	59	54

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	3,659	3,927	4,201
Other Operating	143	191	240
Capital	46	33	33
TOTAL	3,848	4,151	4,474

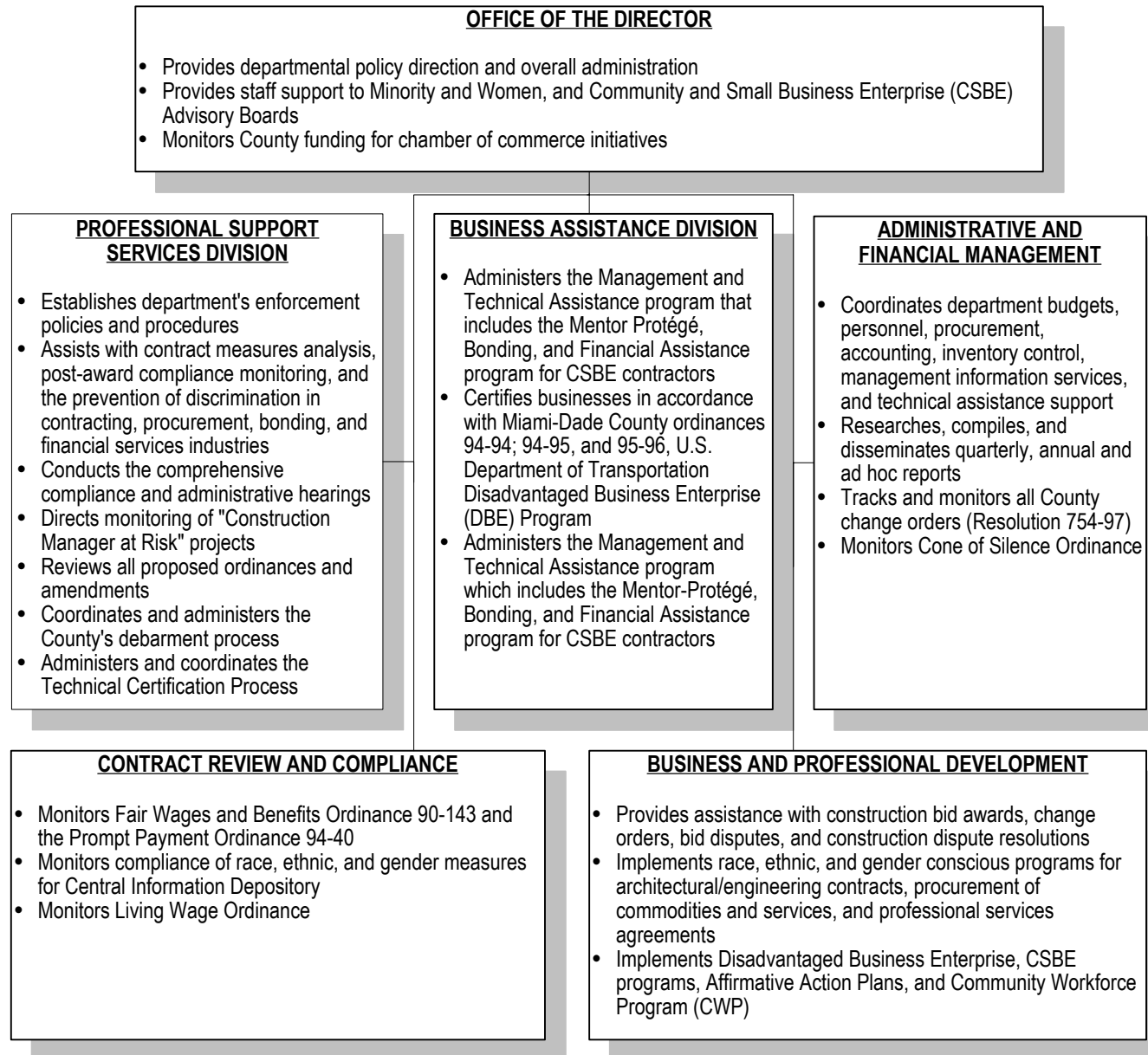
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Business Development

PURPOSE

Provide coordination, enforcement, and assistance to promote the economic growth of minority and small business enterprises located in Miami-Dade County and ensure compliance with race/gender/ethnicity-conscious measures, living wage, responsible wages and benefits, construction policies and anti-discrimination, and debarment policies.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: facilitate the growth of small and minority businesses to engage competitively in the County's bidding process by analyzing projects within 13.5 days; ensure compliance with Ordinances 82-37, 98-30 and Resolution 1049-93, which require the filing of an Affirmative Action Plan (AAP); refine current

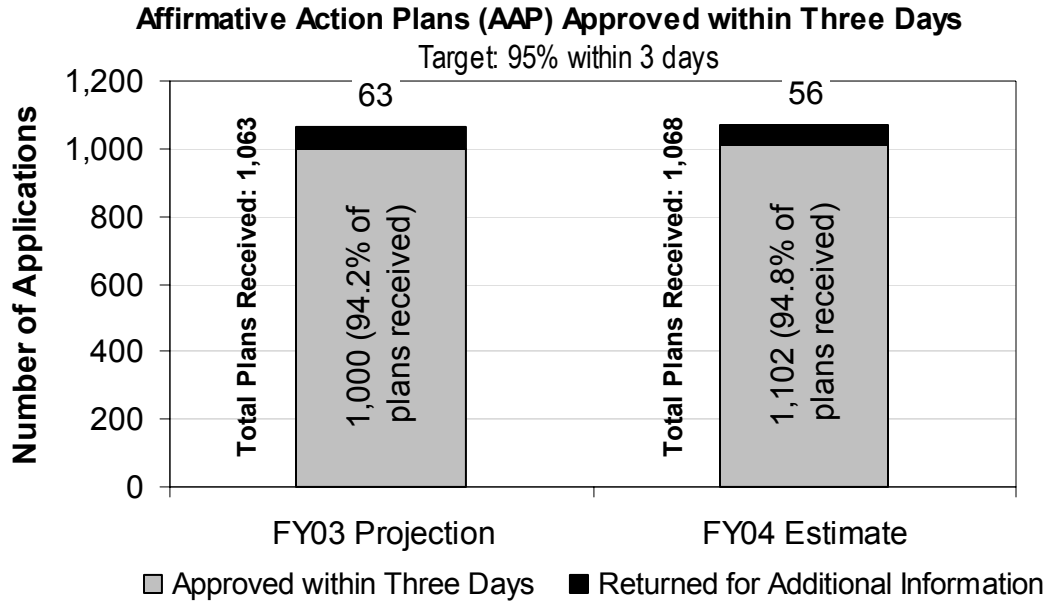
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

monitoring process to ensure a more comprehensive system that will improve equal treatment for participating industries and compliance staff; and implement training component and monitor compliance of the Community Workforce Program (CWP)

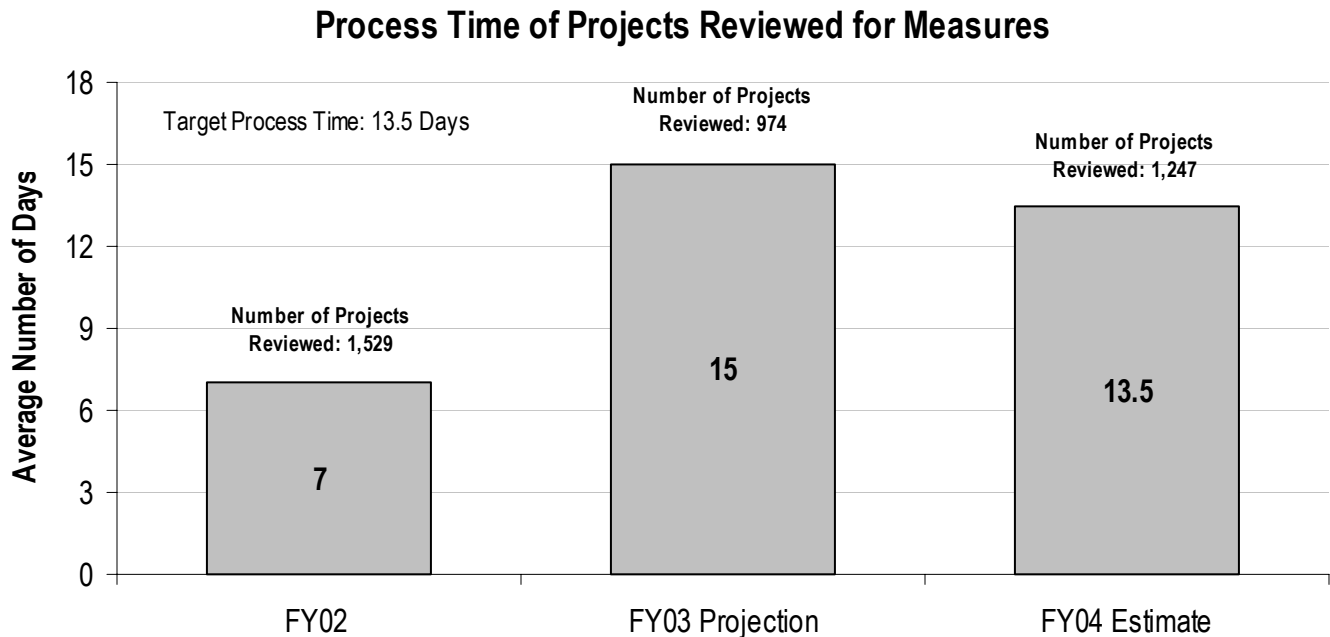
SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$7.904 million; funding is comprised of \$55,000 from certification fees, \$6.87 million from Capital Working Fund, and general fund support (\$979,000); funding is provided for 106 positions (including one new position for the CWP) and attrition is budgeted at nine percent; funding for the positions performing the change order coordination (\$84,000) and the monitoring of the Quality Neighborhood Improvement Program projects (\$105,000) will come from the Capital Working Fund, and are no longer reimbursed by various departments
- The Proposed Budget includes reimbursements to the County Attorney's Office (\$60,000) for legal assistance provided to the Community Small Business Enterprise (CSBE) Program and the Communications Department (\$50,000) for the Promotional Spot Program
- The Proposed Budget includes a reimbursement from the Performing Arts Center for a contract compliance specialist (\$64,000)
- Automation enhancements and implementation of new technologies to improve data accuracy, reduce time processing paperwork, and improve customer service to small and minority businesses and user departments are included in the Proposed Budget (\$347,000) and funded through the Capital Outlay Reserve; the department is currently evaluating in coordination with the Chief Information Officer, more efficient ways to benefit from technology and automation initiatives
- The Equitable Distribution Program (EDP), including one position, was transferred to the Capital Improvement Construction Coordination in February, 2003; the department will continue to maintain, enhance, and develop the EDP database/application
- All departmental operations will be consolidated in the Stephen P. Clark Center by March, 2004, which will improve communication and productivity by reducing time taken to approve and complete documentation between divisions currently located at different locations
- Online access for EZ-RECERTIFICATION and EDP requests began running in February, 2003; this feature is expected to improve customer service delivery
- ❖ **The Expedited Payment Program (EPP)/Line of Credit in partnership with a local financial institution will begin providing cash flow to CSBE firms awarded County contracts by the first quarter of FY 2003-04**
- The training component of the CSBE Management and Technical Assistance Program will begin during the last quarter of the current fiscal year; the Mentor/Protégé program continued the initial nine pairings of major construction firm CEOs with the CEOs of smaller construction firms; the department began tracking Affirmative Action Plan (AAP) review turn-around time for all firms to provide a measure of unit performance

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- The preliminary study of disparity continued to determine if the County collects and maintains the necessary data needed to conduct a complete disparity study; recommendations by the consultant expected in August, 2003
- Phased hiring of new positions continued in FY 2002-03 to support increased monitoring associated with contracts, reduce certification, and review processing time throughout the department



Note: FY02 reduced process time due to the Expedite Program and daily Review Committee meetings /
FY03 - FY04 process time higher than expected due to monitoring of Community Workforce Program measures

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- ❖ The Board of County Commissioners (BCC) approved the Capital Working Program in January 2003 to increase opportunities for workers residing in Designated Target Areas (DTA) by providing jobs on County construction projects within the DTAs; the program was implemented in May 2003; one new position (\$54,000) is funded in FY 2003-04 to assist with the development and implementation of the CWP training program, establish performance measures, and administer CWP procedures and the application process

UNMET NEEDS

- Operating unmet needs total \$54,000 in recurring costs and one position (see appendix for details)

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	277	282	0	0	985	1,215	1,262	1,497	20	20
Certification	226	236	0	0	205	234	431	470	8	8
Contract Review and Compliance	113	77	0	0	1,122	1,561	1,235	1,638	31	31
Director's Office	118	84	0	0	710	750	828	834	6	6
Management and Technical Assistance Program	0	47	0	0	1,133	1,666	1,133	1,713	13	13
Pre-Contract Review	210	247	0	0	621	881	831	1,128	18	19
Professional Support Services	23	6	0	0	477	618	500	624	9	9
TOTAL	967	979	0	0	5,253	6,925	6,220	7,904	105	106

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	3,718	4,954	6,299
Other Operating	601	1,207	1,548
Capital	59	59	57
TOTAL	4,378	6,220	7,904

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : ENABLING STRATEGIES - BUDGET AND FINANCE									
DEPARTMENTAL INFORMATION TECHNOLOGY PROJECTS	0	347	0	0	0	0	0	0	347
TOTAL :	0	347	0	0	0	0	0	0	347

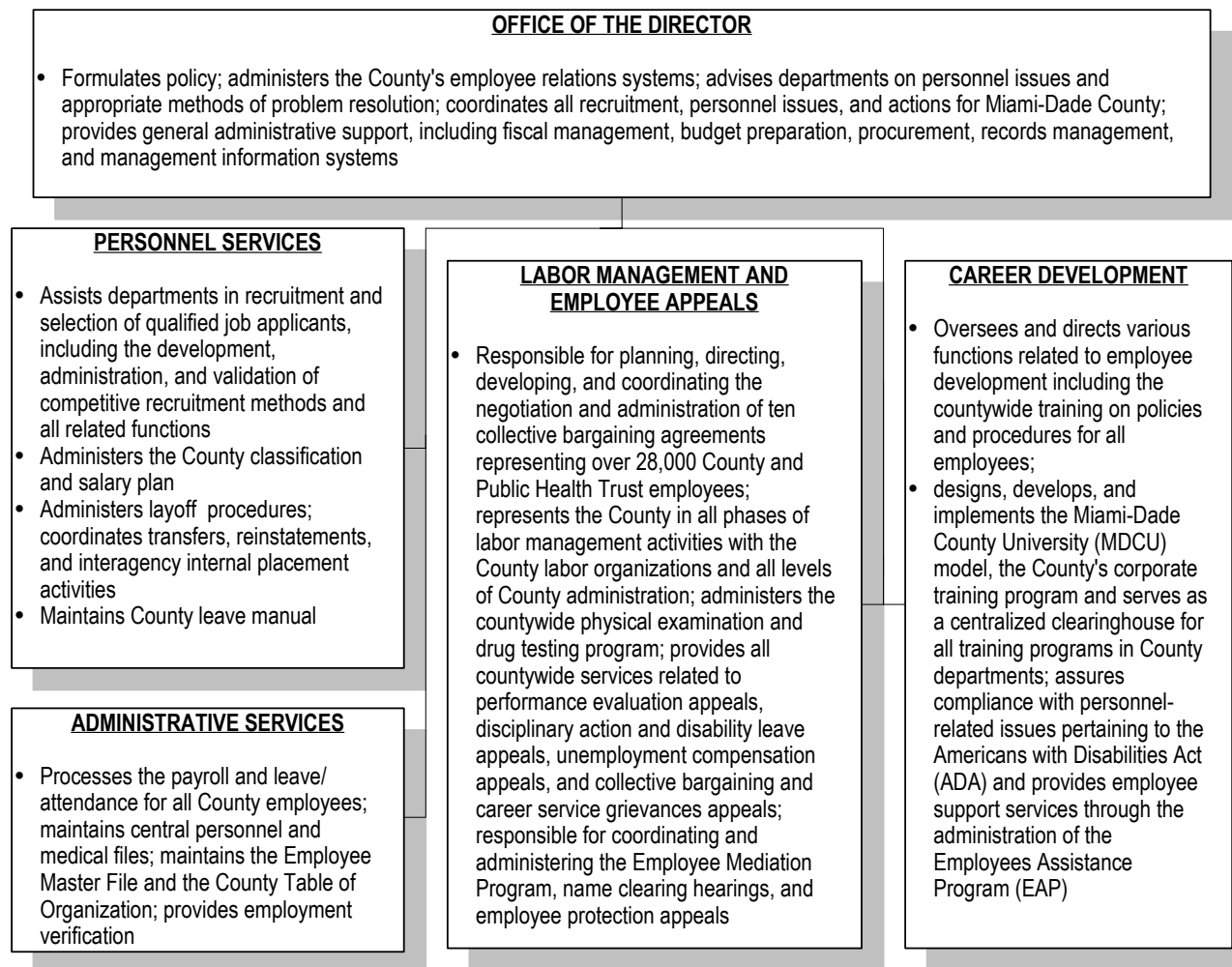
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Employee Relations

PURPOSE

Provide centralized employee relations services, including recruitment, promotional testing, layoff, internal placement, classification, compensation, and payroll services; centralize coordination and oversight of general employee training through the Miami-Dade County University (MDU); manage employee appeals processes; maintain personnel and medical records; negotiate and administer labor contracts and promote labor/management cooperation; and manage the Employee Support Services (ESS).

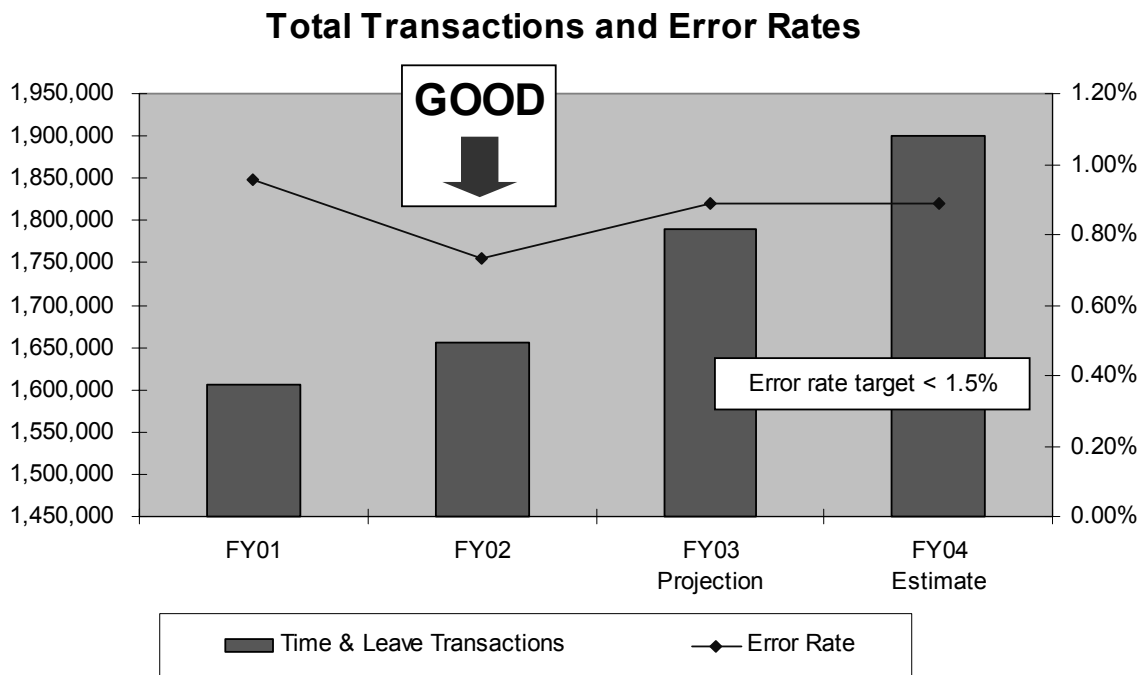
FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: maintain payroll processing error rate of no greater than 1.5 percent and payroll staff/employee ratio of 1/1300; reduce number of working days for recruitment to five; reduce number of working days for re-classifications to ten; provide executive performance training to 450 senior employees; and schedule a minimum of 833 employees per month through MDU for Supervisory Certification, Know Your County, and Customer Service Training as well as new-hire orientation

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SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$8.007 million; additional funding will be provided from ESS reimbursements (\$30,000), reimbursement from General Services Administration (GSA) for the provision of unemployment compensation appeal hearings (\$65,000), reimbursement from Workers' Compensation Insurance Trust Fund for costs associated with processing workers' compensation/disability payments (\$192,000), charges to departments for testing and validation costs (\$601,000), and MDU training program fees (\$1.088 million); attrition is budgeted at 4.15 percent
- Reimbursement for additional staff and overtime requirements for processing the Water and Sewer Department's (WASD) enhanced payroll is budgeted at \$89,000
- Eight employees were transferred to Miami-Dade Transit (MDT) to process MDT's bus operator payroll per the Memorandum of Understanding between the Employee Relations Department (ERD) and MDT
- The Proposed Budget includes a charge of \$85 per employee trained to fund MDU
- ERD initiated a comprehensive classification and pay plan study, the first phase of which will be completed in the fourth quarter of FY 2002-03
- The average number of County employees processed by one personnel payroll technician has increased by approximately 100 from FY 2000-01 through FY 2002-03
- Implementation of the Electronic Data Management System (EDMS) continues; this system will allow departments to view employee personnel files on-line thereby reducing departmental file room space requirements and clerical staff, while providing greater security for all personnel and medical records; current fiscal year cost will total \$885,000, and \$500,000 of expenditures are planned for FY 2003-04; funding is provided from the Capital Outlay Reserve (COR)
- The department continued to work with e-Government in establishing and developing needs for the County's data warehouse
- ❖ **Implementation of the Interactive Voice Response (IVR) as a component of the recruitment process is**

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scheduled for the fourth quarter of FY 2002-03; ERD expects an annual savings of \$300,000 from reduced advertising costs; funding of \$328,000 was provided from COR

- Due to declining economic conditions, ERD has experienced an increase in the volume of job applicants processed during the current fiscal year; it is anticipated that the IVR, along with the electronic resume submittal process and the traditional application methodologies, will facilitate the recruitment process; the department has initiated a complete recruitment business process review to identify and implement all opportunities for efficiencies
- The department anticipates the implementation of automated employee arrest tracking system by the fourth quarter of FY 2002-03
- ERD is conducting testing of online Personnel Change Documents with associated workflow and mainframe interface
- ERD completed negotiations for 9 of 11 collective bargaining contracts for the period of October, 2002 through September, 2005
- The Department Administration Division reclassified a vacant special projects administrator 1 (\$99,000) to an administrative officer 3 (\$55,000), and added an account clerk position (\$35,000) as an overage in the current fiscal year to support departmental administrative functions; the department relocated medical records from the Administrative Services Division to Labor Management Division
- ❖ **In FY 2003-04, ERD will hire an additional office support specialist 2 (\$34,000) to assist in the processing of an increasing number of resumes received via e-mail and two additional shared services analysts (\$132,000) to provide maintenance and support for the payroll rewrite project; the two shared services analysts will also be responsible for filing requests for ad hoc management reports**
- As a part of the department's savings plan, ERD increased attrition (\$17,000), reduced budget line items (\$93,000), and eliminated temporary help in the recruitment section (\$100,000)

UNMET NEEDS

- Operating unmet needs total \$297,000 in recurring costs and \$573,000 in one-time expenditures (see appendix for details)

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OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	830	844	452	453	0	119	1,282	1,416	12	10
Career Development and Employee Assistance	459	338	247	182	1,135	1,118	1,841	1,638	25	25
Labor Management	448	468	242	252	65	65	755	785	9	8
Payroll and Records Management	2,040	1,796	1,093	967	248	281	3,381	3,044	57	51
Recruitment and Compensation	1,266	1,759	681	948	601	601	2,548	3,308	42	48
TOTAL	5,043	5,205	2,715	2,802	2,049	2,184	9,807	10,191	145	142

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	9,062	8,879	9,136
Other Operating	320	869	1,055
Capital	0	59	0
TOTAL	9,382	9,807	10,191

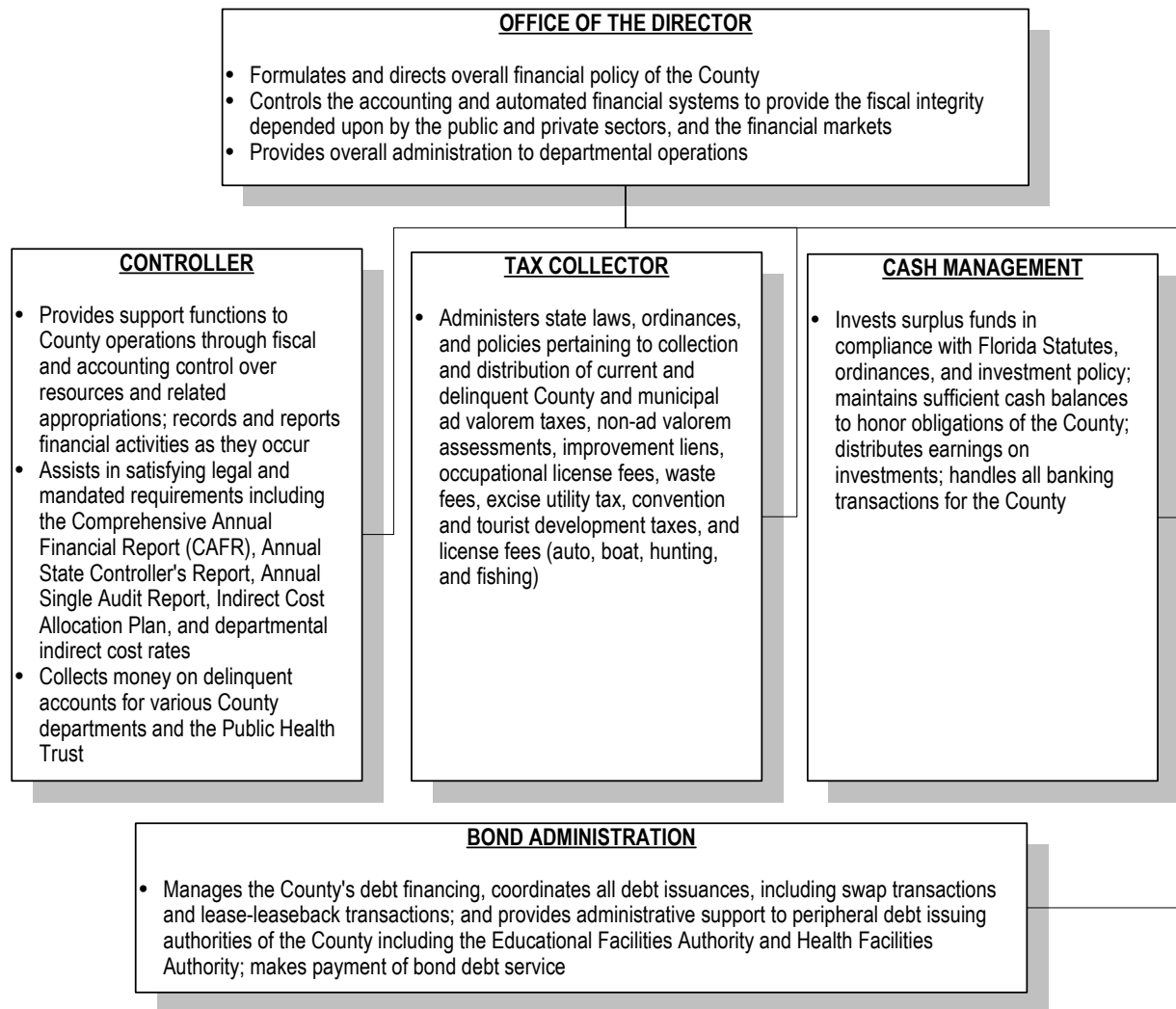
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Finance

PURPOSE

Provide centralized financial, accounting, cash management, and debt management services; collect taxes and service delinquent accounts through debt issuing authorities, issue tax exempt bonds for affordable housing, hospitals, and educational institutions.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: develop a central and standardized accounting system with common systems and procedures among all departments; effectively manage the County's payment process of goods and services in order to issue all County payments in a timely and accurate manner; provide high quality financial reports in order to help make sound management and business decisions; provide friendly, convenient, and accurate information and services to all customers; collect taxes in the most efficient, cost effective, and customer friendly manner; effectively manage the County's debt; issue and structure bonds in order to meet the

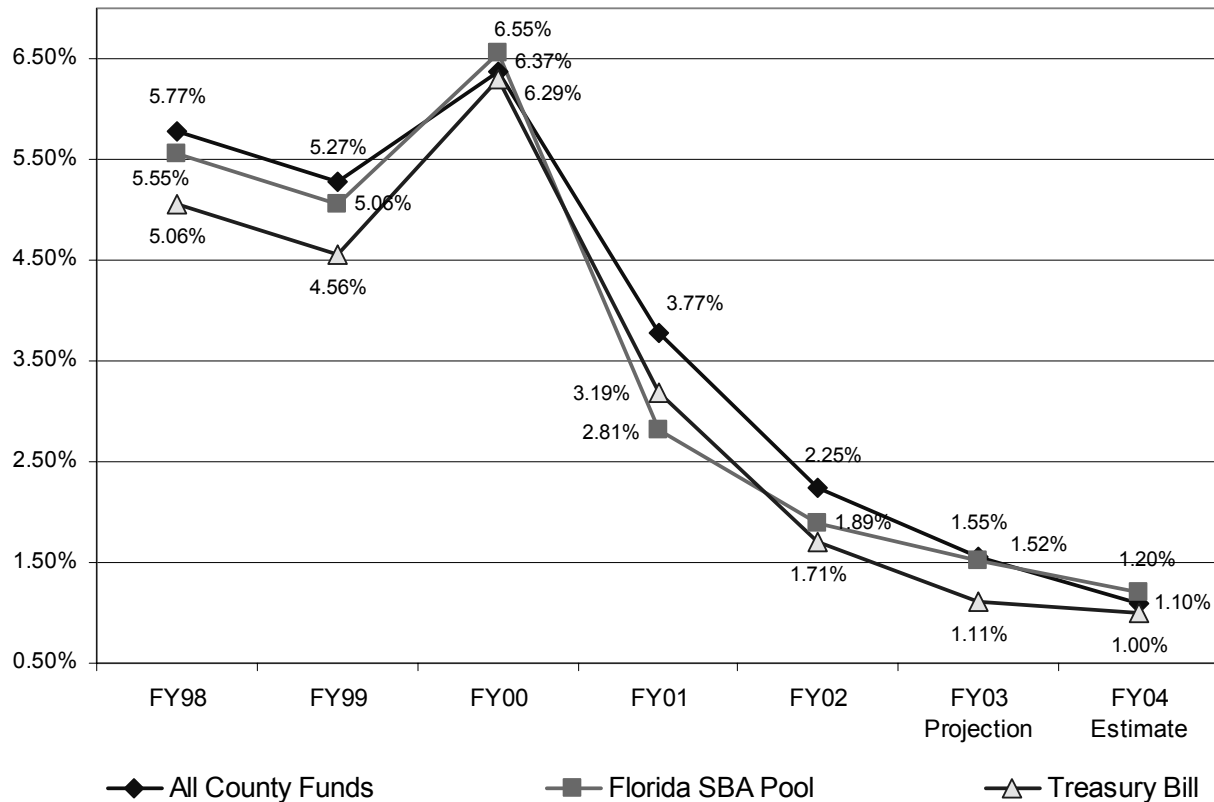
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

County's capital improvement needs at the lowest interest rates; and maximize the County's overall rate of return on investments of funds while maintaining adequate liquidity of funds in order to honor all County obligations

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget (net of transfer and reserves) is \$25.35 million; representing a 9.2 percent increase from the FY 2002-03 budgeted level of \$23.218 million; funding is provided for 336 positions and attrition is budgeted at 3.2 percent
- The FY 2003-04 Proposed Budget includes a transfer of \$4.8 million to the Capital Outlay Reserve (COR)
- Projected Bond Sales of \$741 million are planned for FY 2003-04; projected bond sales include: Aviation (\$600 million), Park and Recreation bonds (\$25 million), and Convention Development Tax Performing Arts Center/Cultural Projects (\$116 million)
- The Cash Management Division will seek to achieve a rate of return for all County funds competitive with the average rate of return for the County's industry benchmarks: the Local Government Funds Trust Fund (SBA), and the one year average of 180 days U.S. Government Treasury Bills; these indices are considered the benchmark for low risk investments and the standard for the investment of public funds

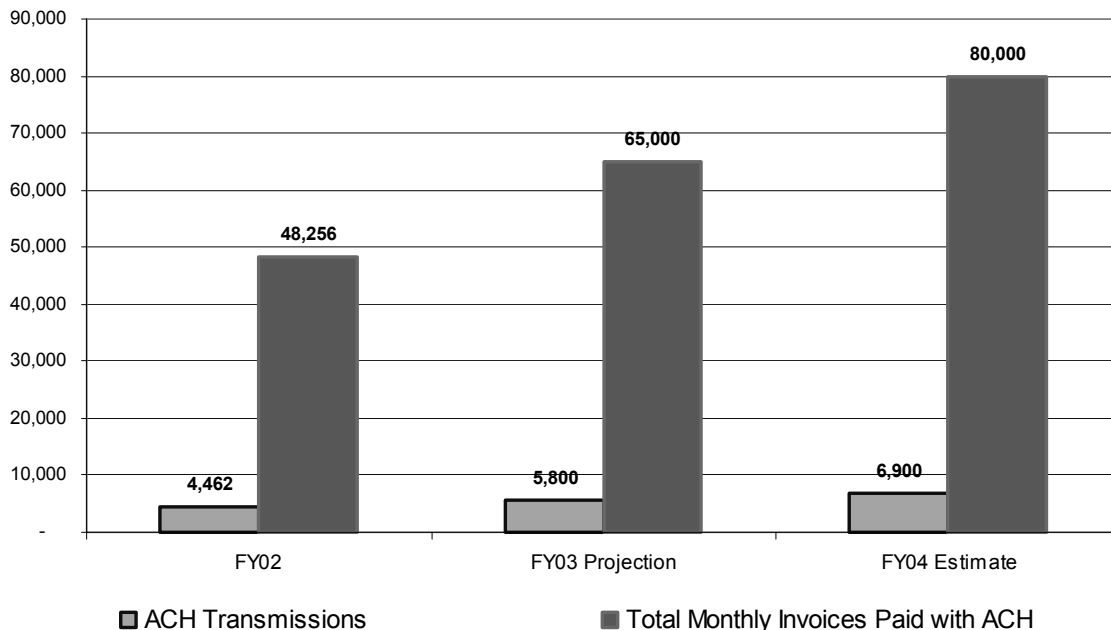
Return on Investments (All Funds)



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- The FY 2003-04 Proposed Budget includes payments from the following: Quality Neighborhoods Improvement Program (\$100,000), Metropolitan Planning Organization (\$38,000), Tourist Tax (\$20,000), and various departments (\$30,000)
- Bond Administration fee revenue will fund three positions in the County Attorney's Office (\$450,000), the Office of Legislative Analysis (\$16,000), the County Manager's Office (\$104,000), and reimburse the Office of Management and Budget for debt financing-related activities (\$175,000)
- The Controller's Division has procured the use of a capital asset reporting database to enable Miami-Dade County to report its capital assets in accordance with the GASB 34 requirement; the Controller's Division is currently in the process of converting and redesigning all of its financial reporting files used to compile the Comprehensive Annual Financial Report (CAFR) into the GASB 34 format
- The Automated Clearing House (ACH) payment process continues to expand and now includes contractors and community-based organizations; to date, over 1,000 vendors participate in the program, representing over 38 percent or \$620 million of the County's total disbursements for FY 2002-03; this payment option provides a cost savings to the County by reducing the number of checks issued and mailed out to vendors while providing customers with an electronic payment option allowing transfers directly to their bank accounts for improved cash flow

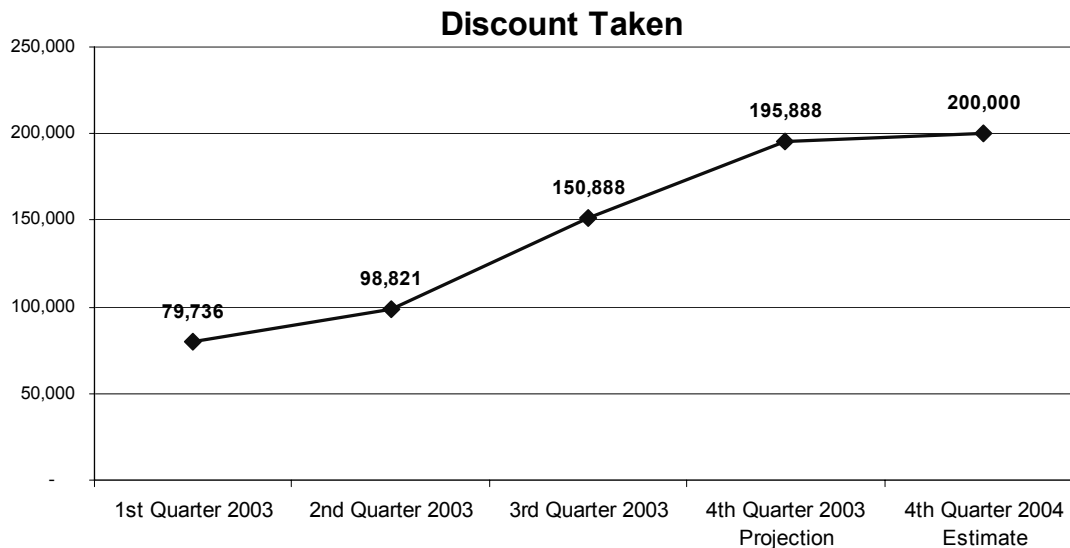
ACH Transmissions



- The ADPICS two-way match Accounts Payable (A/P) Module was successfully implemented; over 300 accounts payable and procurement personnel have been trained as a result of the implementation; the system takes advantage of discounts and manages cash flow more effectively; to date, a total of \$238,000 of discounts have been taken and over 222,000 invoices have been processed, of which 54 percent are paid within an average of 18 days, and 34 percent are paid within 42 days; the goal is to have invoices paid within 30 days
- The Controller's Division is actively participating in the evaluation of a Request for Proposal (RFP) to select an Enterprise Resource Program (ERP) system for the Water and Sewer Department (WASD) and the Miami-Dade Aviation Department (MDAD); to leverage this investment, Finance has convened a countywide ERP working group to observe and learn from the departments' ERP procurement and eventual implementation experience

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- A total of \$3.4 million in claims to the Federal Emergency Management Agency (FEMA) have been processed in FY 2002-03 for the Ground Hog Day Storm, Hurricane Andrew, and Hurricane Floyd; claims for Hurricane Irene and the No-Name Storm have totaled \$100 million to date; an increase in reimbursements is anticipated as the total approved FEMA claims for Hurricane Irene and the No-Name Storm amount to \$709 million
- The Credit and Collections staff has researched several potential automated collection systems; research indicates an automated system would enable the County to coordinate, track, and monitor collection activities better; the RFP's were advertised and proposals have been reviewed, with expected implementation to begin in July, 2003



- A Registry of Delinquent Accounts has been established; the registry lists entities and individuals that owe more than \$25,000 to the County for at least 180 days; this list can be accessed through the internet at: http://intra.co.miami-dade.fl.us/finance_forms/delinquent.htm
- The Credit and Collections section will continue to modify its collection strategy and has started referring and monitoring accounts from various Miami-Dade County departments to two outside collection agencies, allowing additional recovery of monies
- The review of tax collection operations and services through a comprehensive Tax Collector "Reinvention Plan" is on-going; functional areas have been reorganized and staff development and training is occurring
- ❖ **In order to enhance customer service through improved technology, the Tax Collector's Office is exploring payment of tax bills via an e-check system; pending Board approval, implementation could take place as soon as FY 2003-04**
- ❖ **The Tax Collector Public Service Office hours have been extended two additional hours (8 a.m. to 6 p.m.), and employees are working ten-hour shifts, four days per week in order to accommodate the extended public service hours**
- The property tax bill is being redesigned and is expected to be ready for the November, 2003 mailing
- ❖ **Pursuant to a new amendment to the Florida Statutes that permits the sale of tax certificates by electronic means, the Tax Collector is working with members of the Tax Collector's Association to**

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determine guidelines for an online tax sale as well as technical requirements necessary to conduct the sale

- ❖ **The Tax Collector's Office has instituted new tax sale procedures, including hiring professional auctioneers and real time data updates; the new procedures have increased internal controls and reduced the amount of staff time previously required to conduct the sale**
- A review of the current Interactive Voice Response (IVR) system has been initiated; monthly meetings with the Information Technology and e-Government departments have been on-going since January, 2003, to review the process; voice scripts for Occupational Licenses and Personal Property are 90 percent complete; voice scripts for the Real Property section are currently being reviewed
- Enhancements of the Finance Department's web services are complete; available features include on-line renewals for occupational licenses and property tax bill inquiries at (<http://www.co.miami-dade.fl.us/finance>, <http://www.co.miami-dade.fl.us/taxcollector/>)
- Phased funding in the amount of \$100,000 is included in COR for improvements to the Tax Collector's Office located at the South Dade Government Center
- Renovations to the Ad Valorem Public Service Office in the 140 West Flagler Building have been completed; renovations to the Auto Tag Public Service Office are underway and scheduled for completion in September, 2003; segregation of public service areas for Auto Tag and Ad Valorem taxes will take place upon completion of the first floor renovations; funding of \$600,000 was provided from COR

UNMET NEEDS

- Operating unmet needs total \$300,000 in recurring costs and \$2 million in one-time expenditures (see appendix for details)

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OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Ad Valorem Tax Collector	0	0	0	0	6,019	6,386	6,019	6,386	86	86
ADPICS/FAMIS	0	0	0	0	305	340	305	340	0	0
Auto Tags	0	0	0	0	4,643	5,196	4,643	5,196	85	85
Bond Administration	0	0	0	0	1,600	1,699	1,600	1,699	6	6
Cash Management	0	0	0	0	1,086	1,164	1,086	1,164	12	12
Convention / Tourist Tax Collections	0	0	0	0	780	764	780	764	14	13
Credit and Collections	0	0	0	0	2,086	2,534	2,086	2,534	27	27
Director / Controller / FEMA Coordinator	0	0	0	0	5,422	5,768	5,422	5,768	81	81
Occupational Licenses	0	0	0	0	1,277	1,499	1,277	1,499	25	26
TOTAL	0	0	0	0	23,218	25,350	23,218	25,350	336	336

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	15,812	17,552	19,280
Other Operating	5,908	5,599	6,007
Capital	34	67	63
TOTAL	21,754	23,218	25,350

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : ENABLING STRATEGIES - BUDGET AND FINANCE									
FACILITY IMPROVEMENTS	0	100	0	0	0	0	0	0	100
TOTAL :	0	100	0	0	0	0	0	0	100

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New tax sale procedures include the hiring of professional auctioneers and real time data updates for increased internal controls and reduced staff time on conducting the sale.

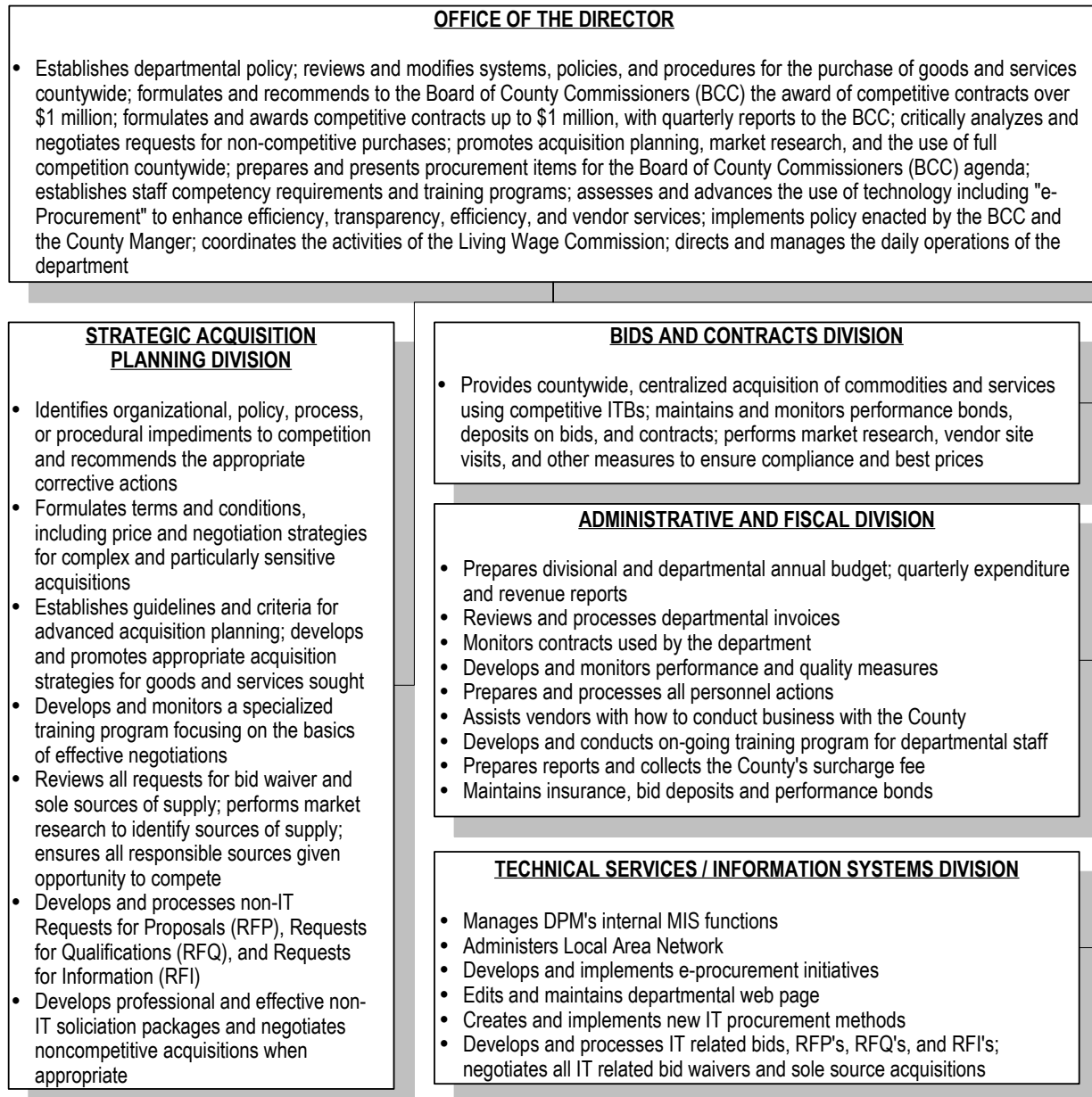
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Procurement Management

PURPOSE

Provide centralized procurement services and technical assistance to all County departments for the purchase of goods and services while ensuring compliance with established legislation, guidelines, and procedures.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: maximize opportunities for cost savings to County departments; maintain the average number of responses received with each solicitation to enhance competition and reduce prices; increase the number of enrolled vendors by ten percent to enhance participation and inclusion in the County's

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

procurement process; reduce the number of unjustified bid waiver and sole source solicitations by ten percent; promote uniformity in procurement practices; and continue to provide educational and technical assistance to vendors and potential vendors through outreach

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$6.647 million and includes a net increase of four positions; funding is comprised of \$1.011 million from surcharges and miscellaneous fees, \$125,000 from contract improvements and negotiated savings, \$118,000 from the Capital Working Fund primarily for the Vendor Assistance Unit, and \$5.393 million from the general fund; funding is provided for 99 positions and attrition is budgeted at 12 percent
- The Proposed Budget includes reimbursements from the Performing Arts Center (PAC) for an out-stationed senior procurement agent (\$70,000), and General Services Administration for a procurement contracting officer to provide enhanced services in the processing of RFPs (\$77,000)
- The Proposed Budget includes reimbursements to e-Government for a systems analyst programmer (\$66,000) and the Information Technology Department for a computer technician (\$62,000) and a network manager (\$89,000)
- ❖ **The equivalent of 12 positions will remain vacant due to funding limitations; not filling these vacancies will affect the department's operations and ability to meet deadlines and volume requirements**
- e-Procurement projects, supported by the E-Government Department, will continue to enhance the procurement process and presentation of information to external and internal customers; proposed projects include Electronic Document Management System (EDMS) and solicitation tracking system
- ❖ **Since implementation of e-Procurement in July, 2002, a total of 2,940 vendors have enrolled, 40,046 solicitations have been posted online, and 347 solicitations have been downloaded; the department has been able to generate savings to the County in excess of \$173,000 through five pilot reverse auctions**
- Miscellaneous construction contracts and the Architectural and Engineering Unit were transferred to Capital Improvement Construction Coordination (CICC) from the Department of Procurement Management (DPM); the transfer is part of an effort to consolidate architectural design and construction activities within CICC (14 positions)
- Non-construction contracts for Public Works have been transferred to DPM (one position)
- ❖ **The Strategic Acquisition Planning Division has been established using existing departmental resources; the division is expected to reduce organizational, policy and procedural impediments to competition through the Competition Advocate; the division will review all requests for bid waivers and sole sources; in the first six months, 476 existing no-bid contracts have been reviewed, of which 130 are eligible for competition**
- Current enhancements to the Advanced Purchasing Inventory Control System (ADPICS) include modifications that increase flexibility and customer service to user departments; modifications under-way will be completed in FY 2002-03 and any new modifications will be deferred until FY 2003-04; the FY 2003-04 Proposed Operating Budget for ADPICS includes general fund support (\$605,000) for personnel and Capital Outlay Reserve funds to implement improvements and continue enhancements (\$325,000)
- DPM in partnership with "US Communities" (an organization of nationwide local jurisdictions) awarded a copier contract to various vendors, which allows leveraged purchasing for government entities in the nation; as part of the agreement the contract authorizes DPM to receive .05 percent of all sales
- A comprehensive review of the procurement code began in June, 2003 as recommended by the National

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Institute of Government Purchasing (NIGP); all other recommendations have been implemented, including the realignment of procurement operation units to maximize efficiencies and best value procurement; the master procurement administrative order approved by the Board contains comprehensive amendments to the previous procurement legislation and is intended to streamline the procurement process; the Board has also approved an increase in the delegated procurement threshold for competitive purchases to \$1 million, further streamlining the process

- Countywide procurement of all information technology-related contracts has been consolidated into a newly established hybrid unit of procurement professionals skilled in the development of bids, RFPs, Request for Qualifications (RFQ), and Requests for Information (RFI); this consolidation is expected to develop a more expeditious and efficient IT procurement process
- A payment to DPM by vendors of two percent on sales to non-county entities using contracts processed by DPM will be extended to County departments to help fund the department (\$1 million)

UNMET NEEDS

- Operating unmet needs for DPM include \$1.777 million of recurring costs (31 positions), and \$99,000 in one-time expenditures (see appendix for details)

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
ADPICS	0	393	0	212	0	0	0	605	3	3
Procurement Management	2,923	3,112	1,573	1,676	1,126	1,254	5,622	6,042	92	96
TOTAL	2,923	3,505	1,573	1,888	1,126	1,254	5,622	6,647	95	99

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	5,198	5,107	6,101
Other Operating	1,043	479	504
Capital	96	36	42
TOTAL	6,337	5,622	6,647

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : ENABLING STRATEGIES - BUDGET AND FINANCE									
COMPUTER AND SYSTEMS AUTOMATION	0	325	0	0	0	0	0	0	325
TOTAL :	0	325	0	0	0	0	0	0	325

Address <http://www.co.miami-dade.fl.us/dpm/>

Procurement

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Welcome to the Procurement Pages!

Thank you for visiting the web site of Miami-Dade County's Department of Procurement Management (DPM). The Internet has become a fundamental tool and resource for commerce. We at DPM intend to use it to facilitate your ability to become a successful supplier of goods and services to Miami-Dade County.

Upcoming Events

- ▶ Learn more about doing business with Miami-Dade County. Attend the [Doing Business with the Military Expo](#), Friday, June 13.
- ▶ Learn to do business with government the right way. Attend our [Bid and Proposal Preparation Workshops](#).

News

- ▶ [Miami-Dade County Department of Procurement Management Receives Coveted Accreditation from the National Institute of Governmental Purchasing](#)

Message from the Director

- ▶ [Competition is good for business – and customers](#) New!

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(305) 375-5289

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Para información en Español, llame al
(305) 375-5773

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(305) 375-2307

Request a Speaker

Helpful Tips for Vendors!

Cone of Silence

Vendors can now go on-line to download solicitations and view contract information on the Procurement's department's website.

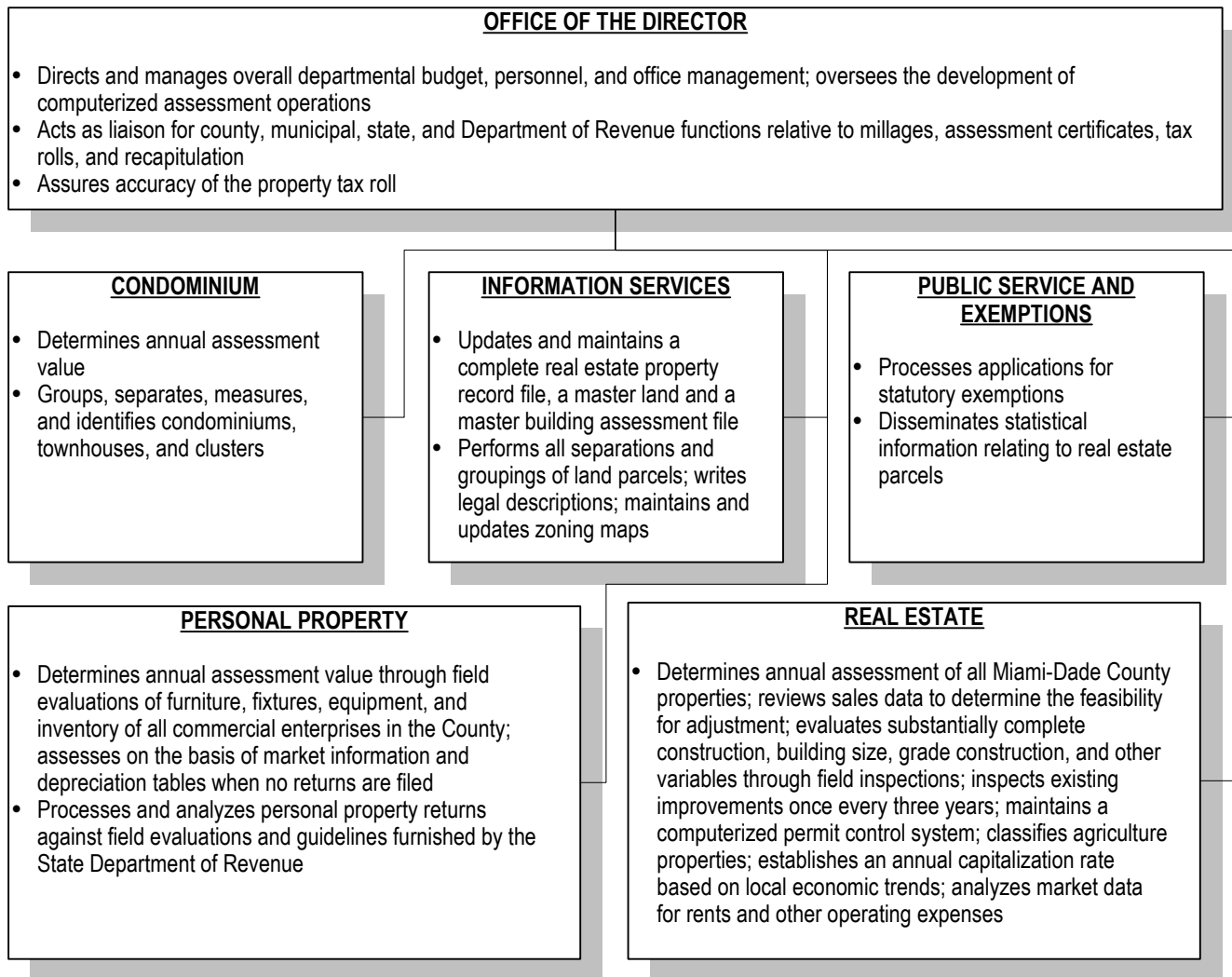
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Property Appraisal

PURPOSE

Place "Just Value" assessment on all real and personal property in Miami-Dade County.

FUNCTIONAL TABLE OF ORGANIZATION

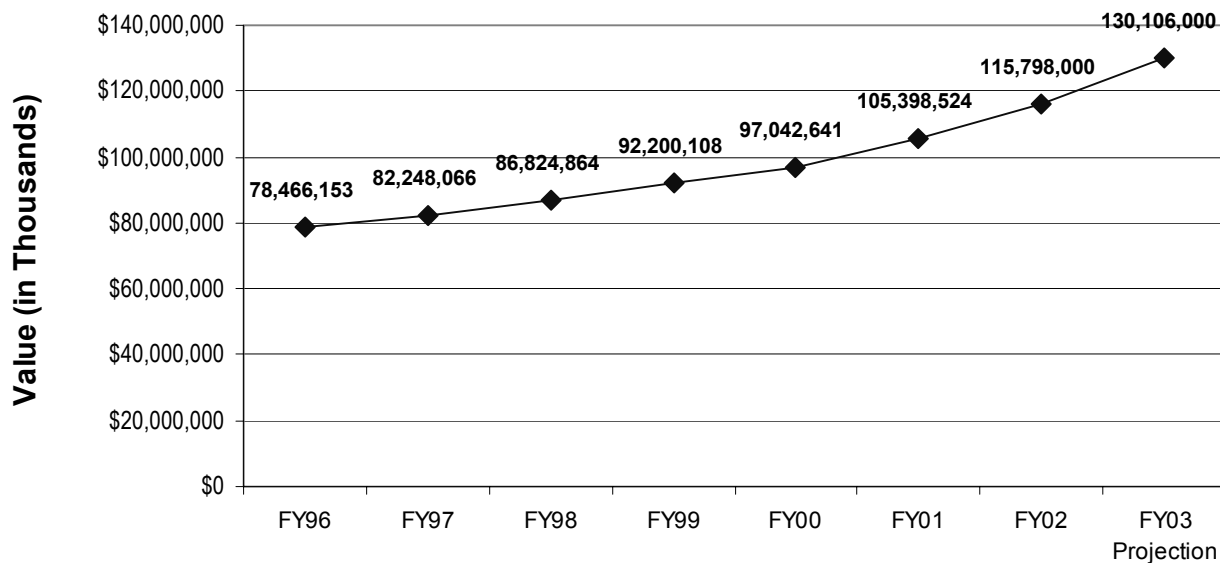


BUSINESS PLAN

- Selected goals/strategies: complete submission of certified tax roll by July 1 to the Department of Revenue; provide fast, reliable, and courteous responses to taxpayers' requests; complete the pilot study to improve customer service and streamline the exemption filing process; ensure technological improvements that promote confidence, provide accurate information, and enhance the workflow processes for personnel and the public

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Countywide Tax Roll



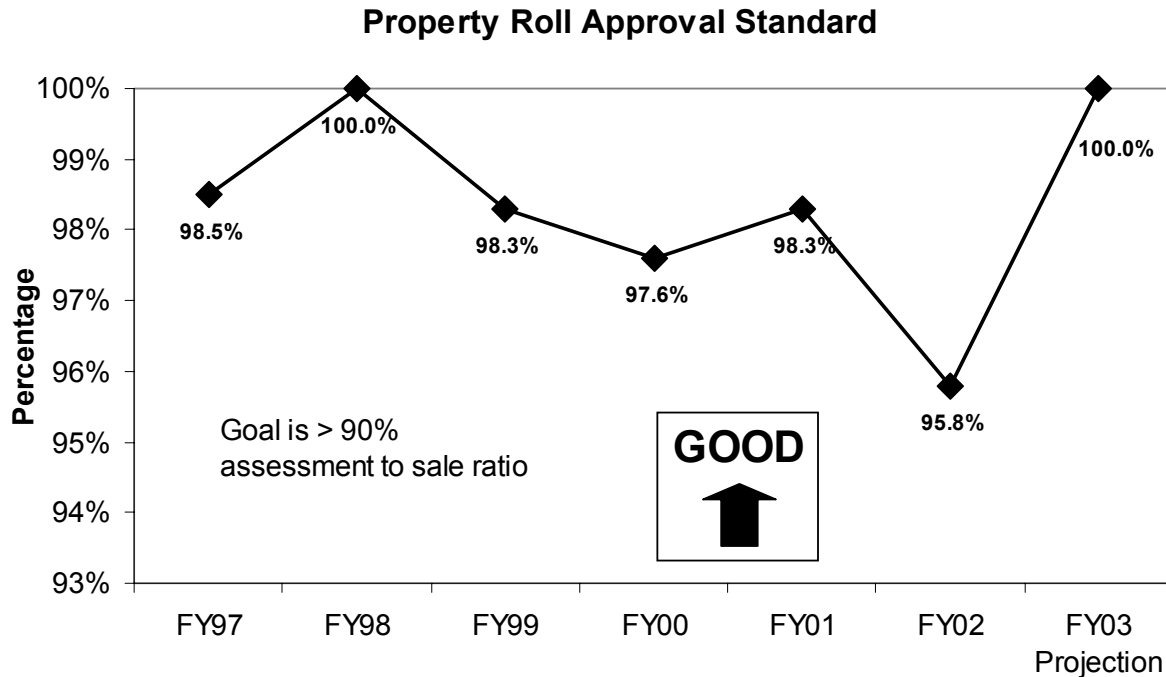
SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget of \$16.145 million represents a 22.1 percent increase from the current fiscal year budgeted level and 10.5 percent over projection; funding includes \$670,000 for the Electronic Data Management Software (EDMS) staffing and programming and \$250,000 for the Alternate Level of Assessment (ALA) analysis in the commercial district; attrition is budgeted at 4.7 percent
- ❖ The FY 2003-04 Proposed Budget includes eight additional positions authorized in FY 2002-03 and ten positions transferred from the residential resurvey program, which was no longer cost effective; the 18 positions are as follows: six positions in the Information Services Division to staff the EDMS unit; and five positions to meet the statutory requirement of timely exchange of information for Value Adjustment Board hearings; five real estate evaluators to analyze field data to meet ALA requirements for tax roll approval; two revenue generating positions for the Homestead Exemption (HEX) unit to validate existing homestead exemptions
- The Proposed Budget includes reimbursements of \$1.459 million from the Miami-Dade County School Board (\$551,000), the City of Miami Special Assessment/Fire Rescue fees (\$108,000), the City of Miami Solid Waste fees (\$140,000), the Miami-Dade County Solid Waste fees (\$635,000), and the Florida Inland Navigation District (\$25,000)
- ❖ The Property Appraiser's Office received 29,500 renewals and 2,500 new Senior Homestead Exemption Program applications for the 2003 tax roll year; effect on the tax roll expected to be approximately \$810 million of taxable value; the Homestead Exemption Investigation project returned \$296 million in taxable value to the 2002 tax roll and is estimated to return \$300 million for the 2003 tax roll
- EDMS was implemented to ensure the timely exchange of information required by Florida statutes for Value Adjustment Board hearings; the Property Appraiser's web site received an average of 55,000 hits per day; 54 percent increase in activity over FY 2001-02
- Field inspections of commercial properties continues; this project is designed to ensure the department meets the more stringent roll approval standards set by the Department of Revenue
- The Computer Assisted Mass Appraisal System project is underway; a consultant has been selected and

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

system analysis, design, and parallel testing is expected to begin in FY 2003-04; it is anticipated that the system will be fully implemented before the preparation of the 2005 tax roll begins; phase funding of \$1.687 million is provided from the Capital Outlay Reserve including the FY 2003-04 allocation of \$1 million

- The equivalent of 16 vacant positions are being maintained in the current fiscal year to meet budgeted attrition and additional departmental savings



UNMET NEEDS

- Operating unmet needs total \$235,000 in recurring costs (five positions) and \$526,000 in one-time expenditures (see appendix for details)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	1,813	1,328	0	0	0	0	1,813	1,328	13	13
Information Services/Data Control	1,023	977	0	0	0	0	1,023	977	10	15
Personal Property	2,142	2,797	0	0	0	0	2,142	2,797	48	48
Public Service and Exemptions	834	1,222	0	0	0	0	834	1,222	25	21
Real Estate and Condo Division/Data Control	7,400	9,821	0	0	0	0	7,400	9,821	153	160
TOTAL	13,212	16,145	0	0	0	0	13,212	16,145	249	257

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	13,102	11,899	14,544
Other Operating	815	1,313	1,601
Capital	0	0	0
TOTAL	13,917	13,212	16,145

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : ENABLING STRATEGIES - BUDGET AND FINANCE									
DEPARTMENTAL INFORMATION TECHNOLOGY PROJECTS	678	1,000	0	0	0	0	0	0	1,678
TOTAL :	678	1,000	0	0	0	0	0	0	1,678